

SCRUTINY COMMITTEE

MONDAY, 2ND SEPTEMBER, 2019, 6.00 PM

WHEEL ROOM, CIVIC CENTRE, WEST PADDOCK, LEYLAND, PR25
1DH

SUPPLEMENTARY AGENDA

I am now able to enclose, for consideration at the above meeting of the Scrutiny Committee, the following information:

3 Draft Refreshed Council Corporate Plan 2019-23

Appendix 1 attached.

(Pages 47 - 64)

Gary Hall
INTERIM CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Committee

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Corporate plan

2019-23

Published - September 2019



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Foreword

It is with great pleasure that we present to our residents, businesses and partner organisations, our refreshed Corporate Plan.



Councillor Paul Foster
Leader of South Ribble Borough Council

“ I hope you agree that the plan we have set out is exciting and ambitious and sets out clearly what we will deliver as well as setting our focus for the next four years.

At the heart of our plan is our residents. We're passionate that each and every resident should have the support they require to realise their own ambitions.

We want our residents to feel that where they live is a place where they can be happy, healthy and safe. Where we see poverty, we will tackle it, where we see poor health we will offer opportunities for wellness, and where people want to learn and develop we will do what we can to provide opportunities to grow.

As a Council we are committed to being open and transparent. We will improve the ways you can engage with us, and we will enhance digital services to fit in with our residents' changing lifestyles.

We plan to improve and safeguard our environment. We will continue to tackle air quality and we're committed that as a Council we will be Carbon Neutral by 2030.

Engagement with residents, businesses and partners is essential to enable us to realise our ambitions. We can't do everything on our own. With increasing pressures on budgets, we have to make sure we manage our finances and work with our partners and communities to share skills, knowledge and resources. As a member of South Ribble Partnership, we will ensure community voices are heard because everyone has the right to be happy, healthy and safe.

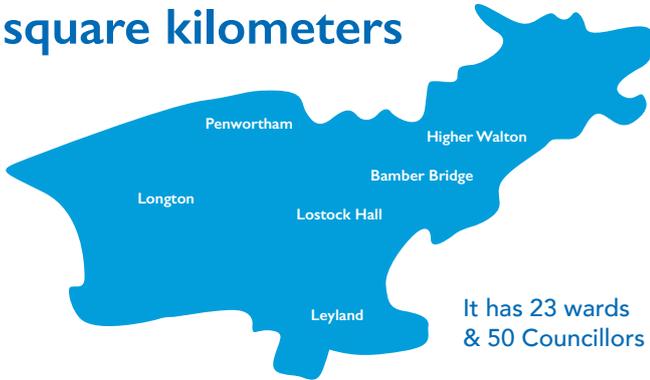
We will also review our neighborhood forums and how residents can take an active part in shaping their communities, local democracy and decision making.

We hope that you will come on this exciting new journey with us and I welcome the opportunity to work with everyone over the coming years to bring our exciting and ambitious plans to life.”

Leader of South Ribble Borough Council
Councillor Paul Foster

South Ribble - A Profile

South Ribble covers 113 square kilometers



110,527 Residents



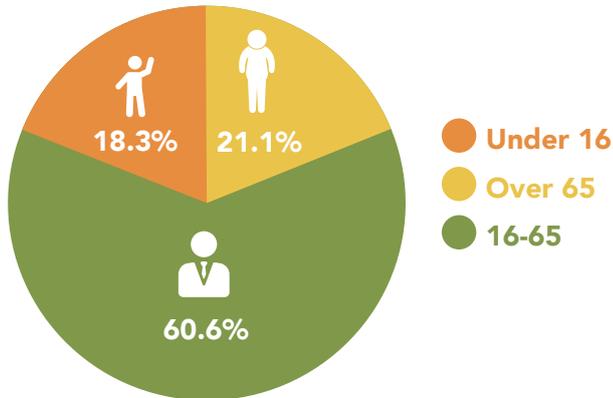
Average Age



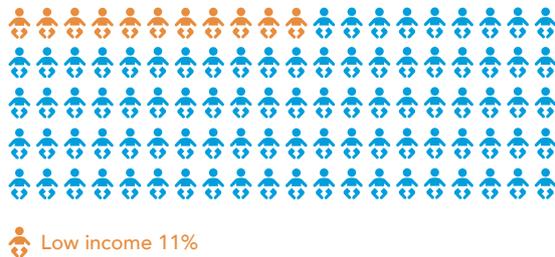
Life Expectancy



Population Age



About 11% (2,100) of children live in low income families



Active Enterprises (Businesses)

3,890

South Ribble is an excellent business location being at the heart of the intersection of three motorways.

Dwellings



*The median house prices to earnings ratio in the authority is higher than many other Lancashire authorities which indicates that it can be more difficult for someone to get a foot on the housing ladder in South Ribble.

Strategic Assessment Local Profile 2018 (Lancashire Community Safety Partnership) www.lancashire.gov.uk/media/906689/south-ribble-2018.pdf

South Ribble District Profile (Lancashire County Council) www.lancashire.gov.uk/lancashire-insight/area-profiles/local-authority-profiles/south-ribble-district

Local Authority Health Profile 2018, South Ribble District (Public Health England)



Our Vision



‘A healthy and happy community, flourishing in a safer and fairer borough’

‘A Council that is recognised for being innovative, forward thinking and financially sustainable, whilst putting people at the heart of everything we do’

Our Approach...



We listen, we act and you have trust in us.



We use technology to improve what we do and how we deliver services.



We use your money in the right way to provide excellent services and invest in communities.



The Council and residents share responsibility for South Ribble to be a great place.



We do what we can to lessen the financial burden on residents.



We have great relationships with our partners so we can do more together.

Outcomes...



Health, Wellbeing & Safety

Residents are happy, healthy and safe, active and independent.



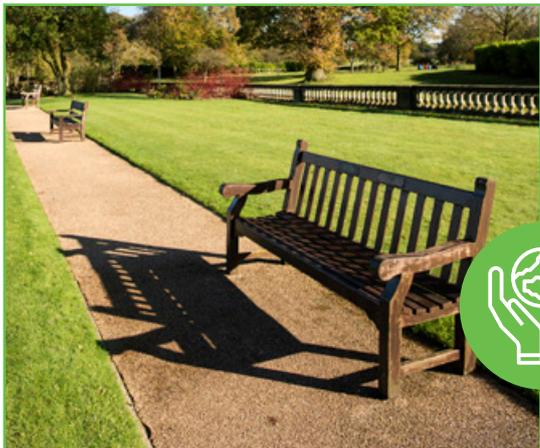
Excellence, Investment & Financial Sustainability

Excellent services and a strong financial position that enables us to invest in the right way.



Our People & Communities

Strong and active communities where people are engaged and have a voice.



Place, Homes & Environment

Our green spaces are valued and development is well managed.

...we will deliver

Health, Wellbeing & Safety



We are focused on doing what we can so that everyone in South Ribble has the choice to access support, advice and activities as well as accessing the right facilities both outdoors and indoors to maintain and improve their physical and mental wellbeing.

We will support our communities by working to develop more suitable community services and activities that can support independent living. We will provide information and support for people to take control of their futures and health.

We will be focused on:

Allowing people to feel safe at home and out and about

Tackling Health Inequalities*

Physical and mental health

Social Isolation and Loneliness

*Health Inequalities - Depending on where people are born, it can make a difference as to how long they live and the opportunities that are available to them in terms of education and employment.

Success will be:

1

More people telling us they feel safe at home and out and about

2

Fewer people homeless

3

More businesses and high streets are dementia friendly

4

More people engaged in physical activity

5

Improvements and extensions of multi use pathways across our Green Links

Our Priorities & How We Will Achieve Them

We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident...

- We will continue to deliver improvements as part of the Green Links programme which includes a range of works to pathways, woodlands and open spaces.
- We will provide residents and businesses with the skills, expertise and resources to interact with the Council and other organisations digitally.
- We will take forward recommendations identified in the Open Space Sports & Recreation Assessment & Playing Pitch Strategy.
- We will develop our plans for improving our existing Leisure Centres as places that provide a range of options for people to be healthier and happier.
- We provide activities and events that people of all ages can get involved in.

We continue to be recognised as a Dementia Friendly Community...

- We will support the South Ribble Dementia Action Alliance and delivery of its annual Action Plan.

We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality)...

- We will review and support the recommendations of the Scrutiny Review, 'Mind the Gap'.
- We will work with our partners across Central Lancashire to bring life to the recommendations made in the MH2K report in which young people told services and professionals what they need from Mental Health services.
- We will work to reduce the number of homeless through developing a health and prevention focused approach.



MH2K (Mental Health 2000)

MH:2K was part of a national project conducted by Leaders Unlocked in 4 regions of the U.K. South Ribble Borough Council co-funded the project which recruited a core team of young people as 'Citizen Researchers', including those with direct experience of mental health issues. The team engaged over 1100 other young people to identify the areas they think we should focus on.



We will actively work with partners across the public, private and 3rd sector, representing the residents of South Ribble so that they receive the best services...

- We will work with our Community Safety partners and look at how we can fund activities that effectively tackle crime and disorder.
- We are an active member of South Ribble Partnership and support the development of action plans that involve different partners which see the Community Strategy come to life.
- We will work with partners to ensure residents have access to first class advice services.

Excellence, Investment & Financial Sustainability



As a Council, we want you to feel confident that we use the resources available to us to provide the services you told us you need and that we manage our finances well so that we can invest in communities.



Digital to Improve

The Digital Strategy is about opening up accessibility to our services for both residents and businesses making it easier for people to get in touch with us when they need to. Whether it is a tablet, a phone or a laptop, the strategy is there not to replace the traditional ways of contacting us, but to make us fit in around our residents' lifestyles.

The strategy also takes us forward with our staff, so that officers can be mobile and able to do what they need to whilst out and about in the community.

We will be focused on:

Generating income from our estate and assets.

Improving the digital services of the council.

Ensuring we spend as much of our resources as locally as possible.

Success will be:

1

People tell us that we are value for money and satisfied with the way we do things

2

We have more people using our online services

3

More people using online self service channels

4

We buy from local businesses as suppliers and contractors where we can

5

Investment in communities by delivering our Capital Programme

Our Priorities & How We Will Achieve Them

We will make effective investment and use of our assets...

- We will implement the first year of the Council's Digital strategy which sets out the way we will advance our capability over the next three years. This will ultimately enable us to better serve our Borough, while improving the day-to-day experience for those working within the bounds of the organisation.
- We will undertake a strategic asset review of the Council's surplus sites.
- We will review the options for management and delivery of our leisure services provision and implement the recommendations.

Customers of the Council can expect the highest standards of service and when they need us they have a good experience...

- We will work with customers to help us understand what its like to do business with us and we will design our services together to meet their needs and expectations.

We will develop new business models and approaches, including shared services...

- Further development of Shared Services programme with Chorley Borough Council.
- We will continue to develop the Civic Centre's Conference and Business Centre to increase the revenue raised and attract new and regular customers to our facilities.



Place, Homes & Environment



We are focused on ensuring South Ribble remains a great place to live and work by protecting green and open spaces, safeguarding our environment, increasing the number of affordable housing and ensuring that development is managed.

i Green Links

The Green Links network looks to provide connections between green spaces, places, features and themed walks in and around South Ribble to improve the environment and wellbeing of residents.

Local green spaces are protected.

We do our bit for Climate Change.

We will be focused on:

We will review the local plan that manages development and housebuilding.

The Town Centre is at the heart of our communities and they are well designed and rejuvenated.

We are passionate that people have safe, secure dwellings that people can afford to live in and call home.

Air Quality is a priority for the Council and our communities.

Success will be:

1

We have more green spaces protected as Fields in Trust

2

Masterplans for Leyland, Penwortham and Lostock Hall all completed

3

We deliver affordable homes

4

We deliver the actions of our air quality plan

5

We have planted 110,000 trees

Our Priorities & How We Will Achieve Them

We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment...

- Deliver the actions identified in the Borough's Air Quality Action Plan.
- Develop and deliver a strategy to eliminate all single use plastic within the Council buildings and seek to encourage the elimination of single use plastics by our residents and businesses.
- We will develop a strategy and action plan to halt overall loss of England's biodiversity which supports ecosystems and establish ecological networks, with more and better places for nature for the benefit of wildlife and people.
- We will develop a strategy so that the Council and its operations are Carbon Neutral by 2030.
- We will develop our plan to plant 110,000 trees in South Ribble, 1 tree for each of our residents.

We will promote safe, secure dwellings that people can afford to live in and can call home...

- Bring forward a delivery model for home ownership in South Ribble.
- Identify actions to take forward from the 'Private Sector Stock Condition Survey.'

We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well...

- Review the projects listed in the City Deal Business and Delivery Plan 2017- 20, and identify priorities and commence delivery.
- Scope and prepare Masterplans for Leyland, Bamber Bridge and Penwortham town centres.
- Implement Phase 2 of the Employment and Skills Plan (Cuerden).
- Prepare and implement a Central Lancashire Economic Strategy and align to City Deal.
- Prepare strategy for supporting new and small businesses.
- We will work with the Environment Agency to develop the right plans for the River Ribble Green Links.
- We will review the Local Plan which defines planning policies, consulting on options and preparing a draft Central Lancashire Local Plan.
- We will work with partners and developers to manage the rate of delivery of new homes and commercial floor space by unlocking City Deal sites prioritising infrastructure development.

We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them...

- We invest and develop our parks and play areas and have projects identified to be delivered and commenced as part of the Capital Programme.
- Develop South Ribble Programme for festivals and events, with at least 1 music festival in 12 months.
- The Council has a clear vision and plan to bring Worden Hall back in to use.
- We will develop proposals for how we can identify the ways to make sure our parks and existing cherished local open spaces can be protected.

Our People & Communities



South Ribble has an amazing sense of community. We want to support communities to be able to shape what we do as a Council, as well as supporting communities to take part in active democracy, decision making and leading activities that they want to provide.

i Community Strategy

The Community Strategy sets out a shared vision for South Ribble between communities, service providers and businesses.

The Strategy is owned by South Ribble Partnership which is a partnership that brings together a wide range of different partners who work together to improve services and the place in which we live.

www.southribblepartnership.org.uk



We will be focused on:

Making sure residents can engage with us in a way that works for them.

Enabling our community to help us make decisions on how we use resources.

Doing what we can to provide opportunities for people to get new skills.

South Ribble has a number of apprentices and we will be developing the role of our Apprentice Factory.

Success will be:

1

We have more people getting involved in their communities and with us as a Council as they have the right space and place to make their voice heard.

2

A Time Credits scheme is developed and piloted to encourage people to volunteer or engage who haven't done so before.

3

People pay less to the Council in fees and charges such as the green waste charges and council tax support.

Our Priorities & How We Will Achieve Them

We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence...

- Apprentice Factory Phase 2.
- Implement an effective Member induction programme following the Council elections. Bring forward a comprehensive Member Development Programme, aligning with the first level of the North West Employers' Organisation Member Development Charter.
- We develop a Youth Council to strengthen the voice of Young People in our community.
- Develop the Council's approach to volunteering and active citizens, enhancing the Council's own opportunities to volunteer with us and for employees to volunteer as well.

Communities are able to get involved, have a voice and feel supported to make things happen in their community...

- Review the My Neighbourhood approach to develop our collaborative approach with communities.
- Deliver projects within the agreed My Neighborhood Plans.

The Council seeks innovative ways to ease the financial burden on residents...

- Develop proposals for a Community Bank.
- Adopt a Revised Council Tax Support Scheme for 2020-21.



Performance, Review & Continuous Improvement



The Council has a performance management framework which is used to monitor the delivery of the Corporate Plan.

Progress is recorded by Project Managers on a regular basis, using the Council's performance and projects management system and the Leadership Team receive monthly reports via the Programme Board meetings.

As part of the performance management of the Corporate Plan, there are key performance indicators and measures which are used to indicate how well we are doing or whether we are not doing as well as we would like.

Quarterly reports are then made to the Council's Cabinet together with preview at a panel of the Scrutiny Committee.



‘ A healthy and happy community, flourishing in a safer and fairer borough ’



